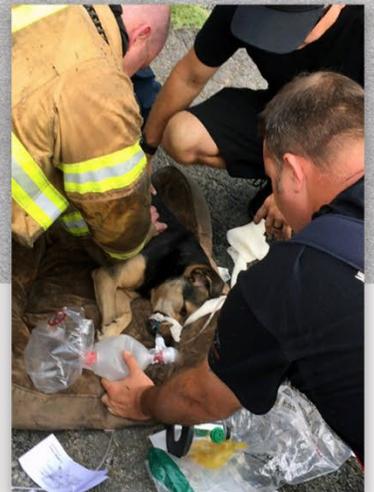




HENDERSONVILLE FIRE DEPARTMENT

2023-2028

STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Scotty Bush and all who participated for their commitment to this process.

Development of this community-driven strategic plan began in August 2022 with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Dylan Anderson	Jesse Eckenroth	Greg Miller	Bruce Raley	Donna Swift
Oliver Barry	Kevin Folsom	Caleb Morris	Janel Rogan	Annie West
Jeff Beaman	Keith Free	Patrick Rafferty	Amy Simpson	Julie White
Justin Coary	Jason Gallo	Kathy Raglin	Shelly Smith	Scott Woodward
Christie Davis	Sarah Locke			



Community Stakeholders Work Session

Agency stakeholder work sessions, conducted over three days in April 2023, involved a group representing a broad cross-section of the HFD, as named below.

Agency Stakeholders

Bryan Boyer	Daniel Ervin	Grace Lawson	Eric O'Saile	Corey Shelton
Ryne Chandler	Brian Fann	Jay Love	Westly Patrick	Bret Snow
Jamie Cossler	Brandon Ganzevoort	Ryan Miller	Steve Ryan	Chris Sutton
Keith Emerton	Zach King	Shane Nolan	Mike Scudder	Chris Willyard

Message from the Fire Chief

Dear Hendersonville Fire Community Stakeholders,

Since 1974, the Hendersonville Fire Department (HFD) has been a fixture in the Hendersonville community, evolving from only fire protection to the all-hazards organization we are today. As our community and organization grow, I know it is essential that the HFD have a plan that will allow us to continue to deliver quality service to meet the needs of our community.

In late 2021, the HFD contracted with the Center for Public Safety Excellence to facilitate a five-year strategic plan. The strategic planning process is a comprehensive process that includes internal and external stakeholders. The external stakeholder meeting was conducted in-person in August 2022, and the internal process was completed over three days in April 2023.

We took feedback about what is essential and integrated that into six strategic initiatives to be completed over the next five years. Communication and transparency are crucial. We plan to keep the community updated through our website and public meetings.



Fire Chief Scotty Bush



Thank you for your continued support of the Hendersonville Fire Department.

Table of Contents

Introduction.....	1
Process.....	1
Agency Background.....	3
Organizational Chart.....	4
Mission.....	5
Values.....	5
Vision.....	6
Goals.....	6
Conclusion.....	7
Appendices.....	8
A. Community Stakeholder Findings.....	8
B. Agency Stakeholder Work.....	14



Introduction

The community serviced by the Hendersonville Fire Department (HFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the HFD contracted with the CPSE to facilitate a community-driven strategic plan. The process utilized by the CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

The CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The HFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Hendersonville Fire Department serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Hendersonville Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the HFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.



Community Stakeholders Work Session

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.

Agency Background

The Hendersonville Fire Department was first organized in 1974 as a volunteer department. By 1972 the city had grown to the point that the volunteer fire companies were disbanded, and a professional fire brigade was instituted. The organization evolved from its original all-volunteer form to the present all-hazards response team. The Hendersonville Fire Department's personnel have been highly effective in providing services and community involvement and boast an Insurance Services Office (ISO) rating of 3-3X.

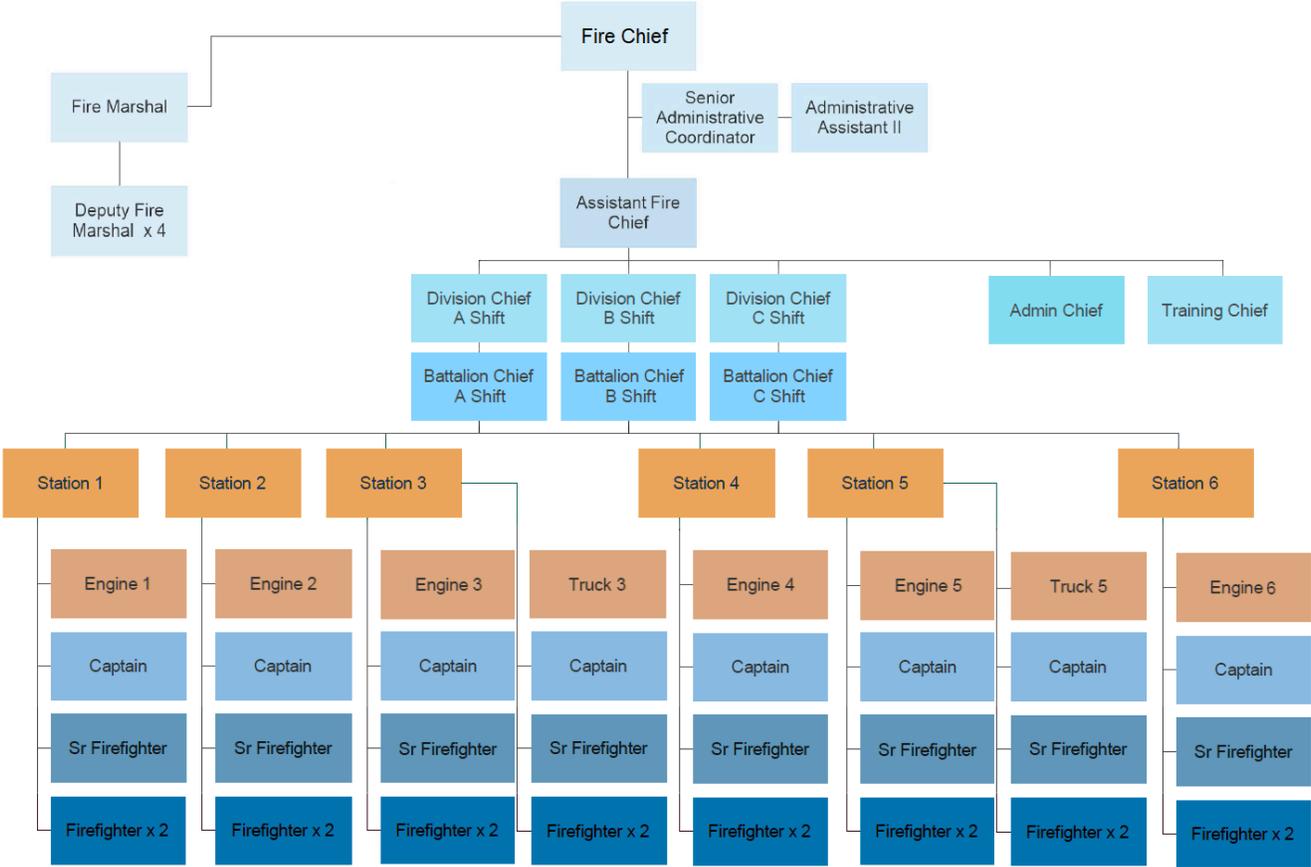


The Hendersonville Fire Department serves an approximate population of 61,000 residents. In addition, the local area has thousands of visitors and many others employed within the community. Growth and increase in population have and will provide for specific risks for which The Hendersonville Fire Department considers, prepares, and deploys its resources and personnel.



Today, HFD reflects on its history and remains committed to providing all-hazards emergency services and education to its community with courage, leadership, and duty. The Hendersonville Fire Department continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from six stations that are located strategically throughout the 36.95 square miles of coverage area. Staffed to support the community, HFD embraces its future vision and excellence in service delivery.

Organizational Chart



Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all HFD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission, and after ensuring it answered the questions, the following was discussed and accepted by the entire group.

The Hendersonville Fire Department is an organization of dedicated professionals committed to serving the community. Our goal is to minimize harm to life, property, and the environment by providing high-quality fire, medical, and rescue emergency responses.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and the following was discussed and agreed upon by the entire group.

Professionalism – through our appearance, attitude, and a competent level of service.

Integrity – a commitment to honest and ethical principles.

Compassion – demonstrating kindness and caring through the show of support for each other and those we serve.

Dedication – committed and motivated in the continuous pursuit of excellence through training and education.

Teamwork – encouraging unity and promoting cohesiveness through input and opinions of all HFD members.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Hendersonville Fire Department to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the successful future of the Hendersonville Fire Department and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, the CPSE facilitated the development of the HFD’s vision. The agency will support the reality of this vision through successful plan implementation and goal achievement.

**The Hendersonville Fire Department’s vision is:
To be the model of excellence as an innovative leader in the fire service while meeting the ever-changing needs of our community.**

Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The HFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Improve the training program to ensure the highest level of service for the citizens of our community.



Improve internal communications throughout the department to improve coordination, efficiency, and employee engagement.



Enhance our external communications to improve and build community relations and processes.



Enhance the level of emergency medical services to improve the health and safety of the community.



Enhance the department’s capability to better serve the community by attracting and retaining the best-qualified staff possible.



Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Hendersonville Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the HFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

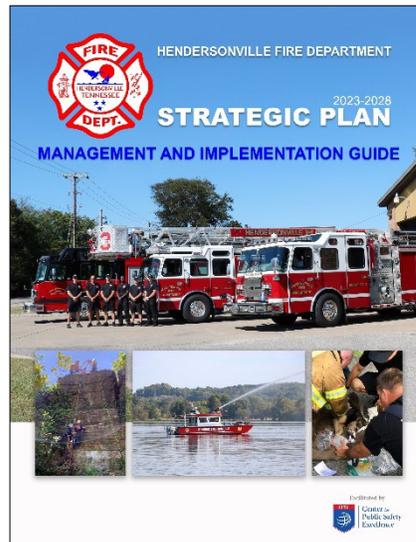
It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the

success desired. This strategic plan is a roadmap to help the

Hendersonville Fire Department navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

Vince Lombardi

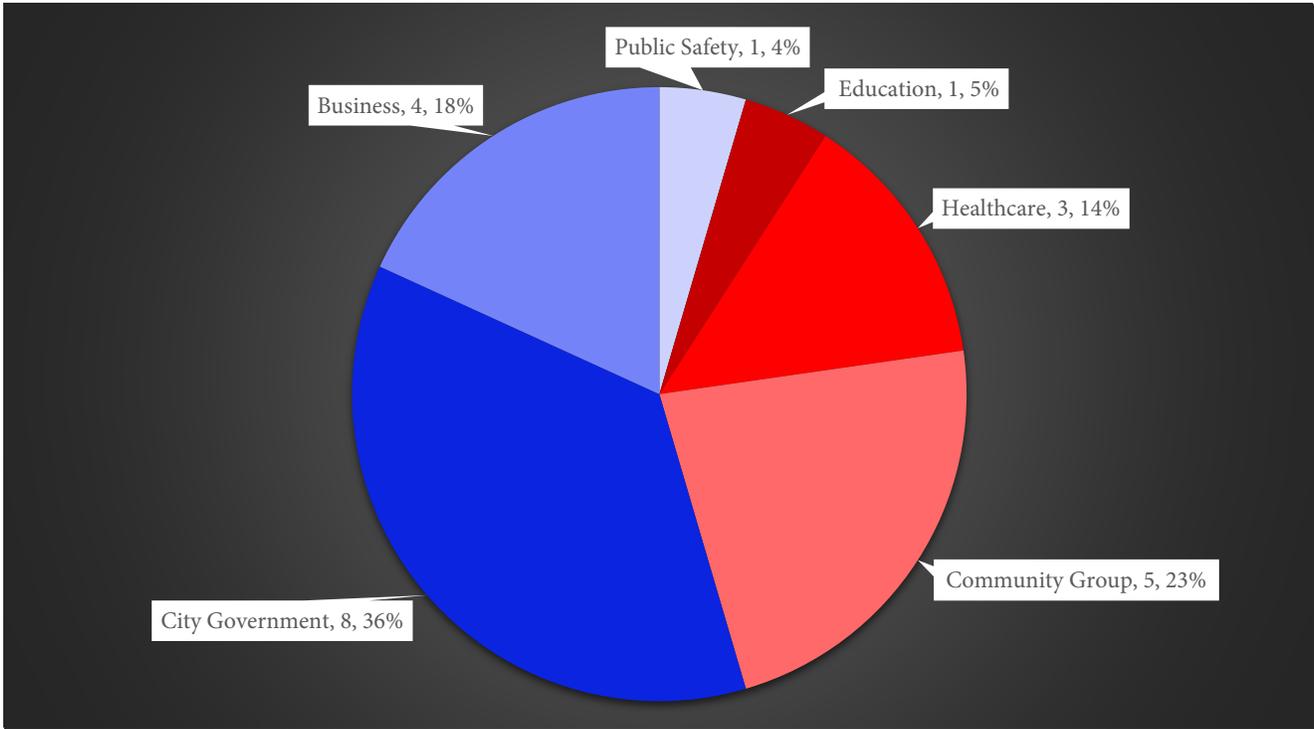


Appendices

A. Community Stakeholder Findings

The Hendersonville Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the HFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Hendersonville Fire Department (in priority order)

1. Qualified. Knowledge on that which they attempt to do. Well trained. Trained staff available to respond to incidents. Highest quality training for personnel. Be prepared for as many scenarios as possible. Adequate qualifications. (51)
2. Respond to emergencies and fight fires timely. Respond quickly to fire/health/ accident emergencies. Respond quickly. Quick response time. Respond rapidly to an emergency. (44)
3. Adequate resources to respond, plan, mitigate, and recover from all emergencies both natural and manmade. Responsive. Show up when called, assistance even if on federal property. (21)
4. Community partnership. Having a fire station come and speak to staff about safety. Community engagement (flow of information, pub. Ed.) Involved with the community (schools, events, etc.) (12)
5. Inspecting buildings in Hendersonville for compliance. Availability to ask questions, discuss concerns about our buildings-fire prevention. (8)
6. Maintain safety protocol to protect our community. To put the safety of our local community first and foremost. (8)
7. Quality of service delivered. Reliability/consistency. (8)
8. Equipped. Adequate equipment needed to provide services. Most effective equipment/apparatus. Equipment and expertise to handle various types of calls / needed help. (7)
9. Positive and friendly attitude and demeanor. Maintain kind, compassionate, and customer service-minded culture and measure its effectiveness to all stakeholders, partners, and community members. Professionalism. Positivity in and out of the spotlight. Professionalism by personnel, whether on a call or simply at community events. (7)
10. Fire prevention education. Have their input when residents show the need for health assistance and having extra input for medical families. Educate the community. Educate the public on fire safety and health safety. Provide support/education to businesses (health and safety). (7)
11. Staff an adequate number of well-trained, competent, and highly proficient firefighters. Ability to maintain adequate staff. (6)
12. Adequate resources to respond, plan, mitigate, and recover from all emergencies both natural and manmade. (5)
13. Putting out fires. (5)
14. Collaboration with other agencies. To work together with citizens and other safety communities to collaborate and ensure they have a plan. (4)
15. Care of their employees for our community members. (1)
16. Be prepared for medical as much as fire. (1)
17. Ability to adapt within dynamic public safety environment. (1)
18. Communication. (1)

Areas of Community Concern about the Hendersonville Fire Department (verbatim, in priority order)

1. Staff retention. Concerned if HFD or City of Hendersonville is actively attempting to maintain competitive pay to recruit and retain quality personnel. Availability of new recruits in current environment. Retention. It is getting harder to recruit and/or hold on to the employees we hire. Ability to retain/attract the best fire professionals. (32)
2. Funding. Economic downturn leading to less funding for personnel and equipment. Long-term funding to maintain highest level of service. Are they provided with enough funding for employee compensation? Funding of future personnel for future hires. Is the city meeting funding needs to respond quickly and effectively to emergencies? (29)
3. Ability to respond to community growth. HFD needs its bandwidth to grow (personnel and stations) with the same rate as the community, while implementing and enforcing codes. Is our community growing at a rate that is faster than our local government is funding our safety departments. Increased population without an increase in support for services. Ensuring continued growth of department to provide better service. (24)
4. Equipment in relation to infrastructure. Keeping all apparatus and equipment in mission-critical readiness due to supply chain issues. Maintain and acquiring new equipment. Unable to replace outdated equipment. (17)
5. Vacancies/wage pressure. Not enough firefighters. How are they staffed in times of ongoing pandemic? Ability to operate at current staffing levels in an economic depression. (15)
6. Provide community with training details and education firefighters are receiving upon hire. Communication relationship, opportunity to be more connected. Who to contact directly with questions? (13)
7. Lack of diversity (gender). (5)
8. Ability to handle large industrial scenarios. (5)
9. Taking too long to respond to calls. (5)
10. Are there ways they can work proactively with business to ensure they are up to code. (5)
11. To have proper training for hazardous materials. Are staff prepared to handle any emergency. (4)
12. Continuing education provided consistently. (3)
13. Ability to operate through pandemics/sickness that affect fire staff. (3)
14. Injury and/or death from exposure to extreme situations. Injuries not being prevented. Are staff compensated and cared for properly. (3)
15. Exposure to and/or from negative outcomes. (1)
16. Not enough fire stations in our community. (1)
17. Mutual aid agreements with unincorporated county (stretched too thin). (1)
18. The perceived value elected officials place on the F.D. (1)
19. Traditional deployment model. (1)

Positive Community Comments about the Hendersonville Fire Department (verbatim, in no order)

- The care and concern they exhibit is phenomenal (personal experience).
- The professionalism they exhibit always.
- We receive excellent, fast response every time.
- They are very involved in our community.
- Clearly, we have very good leadership – keep up the great work.
- Always professional in my experience.
- Chief Bush is accessible.
- Its personnel.
- Vision with accreditation process/journey.
- Partnership with surrounding fire departments.
- Community-focused.
- Approachable staff.
- Excellent relationship with surrounding agencies.
- We have lots of public events (running races, parades, etc.) where the fire department/police/EMTs are present and helpful to keep everything safe and running smoothly.
- Scotty Bush is always helpful and available to help with these events.
- Quality department with highly trained personnel.
- Visionaries willing to grow and be better tomorrow than today.
- Relationships with response partners.
- HFD has always arrived quickly when calls. Firefighters and staff are friendly and helpful.
- Fire stations are easily found in our community. Great communicators.
- Interacts with the public well.
- Continuous improvement.
- Quick response times.
- Present in the community.
- Response times and positive outcomes.
- Communication and sharing of information.
- Community coordination.
- Knowledgeable, strong leadership
- Public communications/information release (Facebook).
- Commitment to community and improving themselves.
- Highly respected department within area.
- Strong leadership from chief and staff.
- Great supervision from top down
- Willingness to assist other agencies and departments.
- Administration has good working relationship with other public safety agencies.

- Promotes internal growth among personnel.
- Fire Boat – having the ability to assist on the water is a great asset.
- Professional management.
- High-quality equipment.
- Self-improving organization (such as this certification goal).
- HFD is always willing to assist when needed in a positive manner.
- Working with seniors – the fire dept staff is patient and shows concern which makes them feel safe.
- Always professional and never seem out of character.
- Frequent training to be prepared.
- They treat professional and individuals with the utmost respect whether on-duty or off – excellent representation.
- They are prompt when 911 is called – always arrive in timely manner.
- Extremely professional.
- Community public relations – willingness to be visible at community events, cultural events, schools, schools, etc.
- Professionalism of department leadership in response to questions, needs, etc.
- Meeting with businesses, churches, etc. to develop and maximize prevention practices.
- Well-organized.
- Strategic fire halls/stations.
- Adequately staffed and trained.

Other Community Comments about the Hendersonville Fire Department

(verbatim, in no particular order)

- HFD – thank you for all you do to serve our community.
- It would be a great resource to our local businesses to have them aware of your training to their employees. I would like to see more businesses take advantage of your knowledgeable staff in planning and training at their locations.
- More partnership opportunities.
- Having new fire dept staff come and tour our facility to be familiar with our buildings.

Things the Community Feels the Hendersonville Fire Department Should Change

(verbatim, in priority order)

- More community visibility. Be a very visible part of the community. (2)
- More cross-training/interaction with other public safety departments in the city. (1)
- Provide city-based ambulance service. (1)
- Notice on timeline for building code changes. (1)
- More proactive work during non-emergent work. (1)
- Reduce criticism of other outside fire. (1)

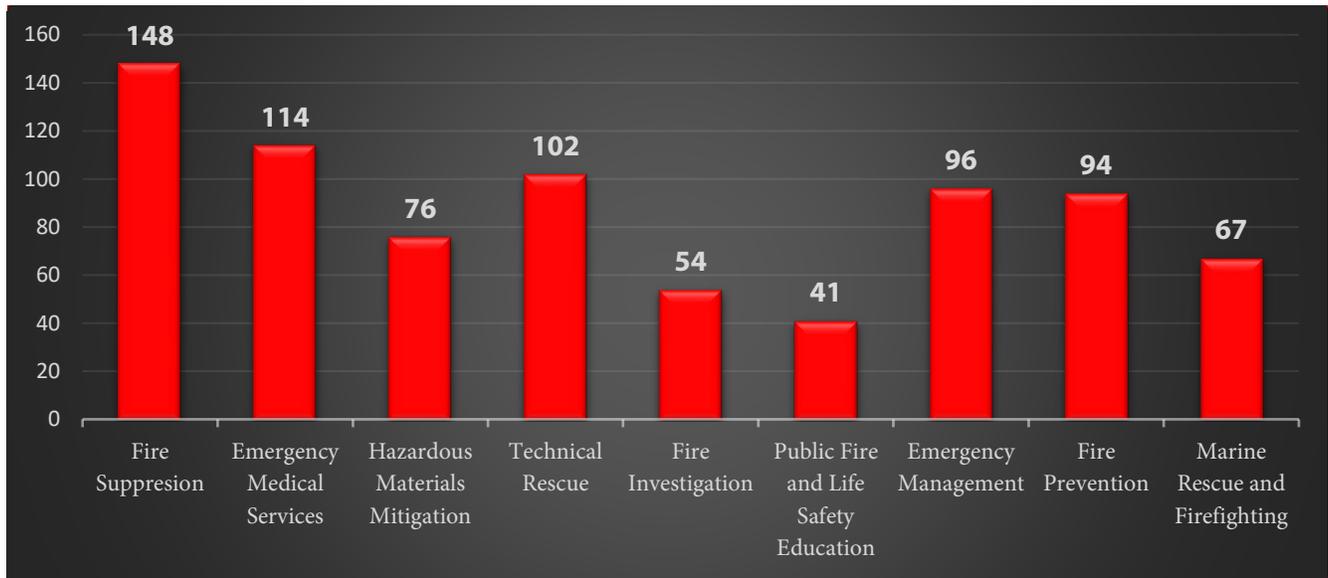
Things the Community Feels the Hendersonville Fire Department Should NOT Change

(verbatim, in priority order)

1. Community involvement. Community engagement. Community participation. Ease of accessibility to FD by citizens. (4)
2. Leadership. Professional management and training. (3)
3. Their willingness to challenge themselves to be better. Its efforts to learn and understand potential one-off circumstances for fire and rescue. (2)
4. Its overall mission. Focus on mission initiatives. (2)
5. Value of training. Being prepared to handle emergencies. (2)
6. Planning for growth. (1)
7. The care, compassion, and professionalism they portray. (1)
8. Continue to employ quality staff. (1)

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Hendersonville Fire Department to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the HFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the HFD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

Strengths

Amount of on-the-job experience	Amount of life experience (maturity)
Low turnover/retention	Focused on positive customer service outcomes
We use the tenure and experience of our personnel to educate our new hires	Act with a high level of professionalism, both on-scene and in the community
Department is open to adapting to new technology and ideas	Quality of employees
Available opportunities for outside training and education	Wide range of specialized skills in the department
Autonomy and freedom to make decisions within each house	Having a strong command staff
Openness to adapting and changing to new procedures and ideologies	Fire prevention involved with construction and infrastructure to help address department needs
Specialized skill employees can train within the department	Consistency in incident responsiveness
Adaptability to policy changes, safety concerns, and education	Leaders receptive to input
Capital replacement plan for apparatus and equipment	Respected/valued by the community and other agencies
Support and compensation in external training opportunities	Inter-departmental relationships are good

Our staff retention enables us to solidify our delivery of services with regard to training, professionalism, and experience.

Opportunities

Improve communications with the community to educate and provide transparency	There is an opportunity to empower and delegate decision-making to all levels
There is an opportunity to improve the repair request process	Improve on the lack of diversity
Raise minimum EMS standards to EMT	Strengthen recruitment advertisements
Increase the frequency of external training opportunities	Improve the evaluation process for employees
Improve the mentoring process at all levels	Add an EMS training position
Continued education in technical rescue and acquire equipment to perform	Opportunity to improve with overall wellness initiative; physical and mental to improve wellbeing
Having banquets/ceremonies for awards, promotions, and retirements	Provide enough in-house CEU training to maintain EMT license
Raise the standard and improve the level of EMS response	Utilize Fast Car EMS units to create efficiency in response
A training facility would provide a higher level of competency for basic skills	Cover the cost of expensive disciplines, form county-wide/multi-agency response teams
Provide incentive for the department and community to buy-in to growth and development	Provide more live fire training as well as training with other departments
Improve internal communications to improve buy-in	Achieving accreditation
A lot of skills/experience is leaving the department; opportunity to carry that knowledge to the next generation	Take advantage of more grants for fitness, training, technology, etc.
Increase awareness/support for PTSD and mental health through the creation of peer support groups	Establish relationships with community partners to sponsor training opportunities
Change the way we respond to all calls	Creating a public education standard/model.
Improve the fire inspection program	Increase security for fire stations
Create an internal PIO position	Create peer support groups

Aspirations

Have a community academy to let the public see what we do daily	Communication from the top down, including the city to specific departments to the community
Being 100% EMT to provide the best service to the community	Tiered physical fitness standards
Maximize recruitment efforts to reach the cut-off for applicants accepted	Desire to be the gold standard in employee pay and benefits in Tennessee
Completing 100% of the inspections on buildings in the city	Obtain an ISO rating of 1
Have a public education model to work off for presentations	Excel in public education and community outreach
Aspiration to make the community feel protected	Be ahead of the growth curve for the city
Improve hydrant infrastructure with help from the water department	Having our own department training ground and facility
Have an internal PIO in charge of community awareness and social media trends	Meeting a minimum of four personnel on the apparatus, meeting NFPA standards
Creating an improved EMS service delivery model for the city	In-house training academy
Providing the highest level of technical rescue	Staffed rescue
Having a growth plan for the future annexation of the city	Out-of-classification pay
Staying in line with the technology curve of the fire service	Fast cars
Adequately staffed ALS equipment	Additional staffing for the training division
Sleep hygiene-gradual tones and brightening lights	Engineer/driver position
Mentor program for all positions	Have one fully functional training facility
Better succession planning from the chief down to improve continuity	Create a more successful staffing model to help support succession planning

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Continued staff development as a result of retention and high morale enables us to deliver professional quality services. - A fixed training facility will provide more efficient training opportunities and further enhance specialized skills. - A fixed training facility will lower the cost of sending staff outside the city for training. - As a result of our strengths, we provide a higher level of service to the community/taxpayer that will justify a higher level of compensation. - Provide higher level of community service by raising our standard of care. - Improve efficiency in call response through Fast Cars. - A training facility allows us to provide a higher level of training and reduce cost of training. - A better wellness initiative would improve the health of firefighters as well as allow us to better serve our stakeholders. - Having proper equipment to achieve better physical fitness standards. - Having a better ISO rating improves insurance rates for stakeholders. 	<ul style="list-style-type: none"> - Better community awareness through social media team to prevent a bottleneck and increase community awareness. - More buy-in department-wide. - Improved patient care through skill competency. - A more diverse department. - Bring in high-quality opportunities. - Enhanced recruitment and employee retention. - Better community awareness through citizen academy. - Fast car use with less wear and tear on apparatus. - Increase morale for those that want to promote to a drivers position and not senior. - Higher trained crew to address community priorities of technical rescue needs. - An overall healthy department. - Flow data has all been input. - Assistance and optimized efficiency of the training department. - Highly diversified training department - Increased morale and buy-in 	<ul style="list-style-type: none"> - Building a training facility utilizing funds currently used towards Tennessee Fire and Codes Academy and other organizations, and monetizing our facility by hosting training events. - A minimum 100% EMT department through in-house EMT certification program and expanded CEU opportunities. - Requiring Fire Inspector I certification for captains. - Developing a new rank structure to include engineer, lieutenant, and additional command staff. - Planning on building additional fire stations and expanding staffing based on NFPA standards using current growth models and projections. - A higher level of community support drives Board of Mayor and Aldermen to meet our needs through funding. - Roads more accessible to fire apparatus, adequate and more accessible water sources and hydrants, better response times, better site layouts and safer buildings for fire suppression operations. - Higher likelihood of employees attending outside training. - Community has a positive outlook of the department.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Hendersonville Fire Department and those supporting services that help the department provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, the CPSE provided guidance and gained consensus understanding with the entire group so that the differences between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Hendersonville Fire Department. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Training <ul style="list-style-type: none"> ○ Additional staff ○ Training facility ○ Training equipment ○ Mutual aid schedule ○ Mandatory training progression model ○ Explorer 	Training <ul style="list-style-type: none"> ○ No facility ○ Lack of an EMS program ○ Under-staffed training department ○ Lack of incentive for instructors 	Training
Internal Communications <ul style="list-style-type: none"> ○ Improve the mentor process ○ Utilize technology to streamline communication ○ Autonomous logistics ○ Lack of continuity ○ Evaluation process ○ Lack of consistency across all shifts ○ Create a new and improved process for repair request 	N/A	Internal Communications
External Communications <ul style="list-style-type: none"> ○ Community education ○ Social media ○ PIO ○ Education model ○ Community risk reduction ○ Advertising/marketing ○ Improve the fire inspection program ○ Communication with city hall 	N/A	External Communications

Group 1	Group 2	Initiative Link
EMS Service Delivery <ul style="list-style-type: none"> ○ Fast Car/purchase vehicles ○ 100% Emergency Medical technician (EMT) ○ In-house CEU training ○ EMS training officer and staffing ○ ALS equipment 	N/A	EMS Service Delivery
N/A	Human Resources <ul style="list-style-type: none"> ○ Staffing for prevention, training department/facility, four-person apparatus, Fast Car ○ Personnel are not empowered as they should be within their individual roles ○ Retention issues, including long-term health care and a failure to stay competitive ○ Recruitment issues, including lack of marketing, lack of a PIO position, failure to stay competitive 	Human Resources

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
N/A	Technology <ul style="list-style-type: none"> ○ Equipment ○ Infrastructure ○ Lack of training ○ Failure to effectively use social media 	Technology

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Training	Internal Communications	External Communications
EMS Service Delivery	Human Resources	Accreditation



2023-2028 STRATEGIC PLAN